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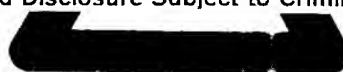


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NATIONAL SECURITY INFORMATION

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DISSEMINATION CONTROL ABBREVIATIONS

NOFORN-	Not Releasable to Foreign Nationals
NOCONTRACT-	Not Releasable to Contractors or Contractor/Consultants
PROPIN-	Caution-Proprietary Information Involved
USIBONLY-	USIB Departments Only
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REL . . .-	This Information has been Authorized for Release to . . .

16 October 1980

PAO Study Plan
Introductory Material*

PAO OBJECTIVES - a dichotomy

I. Tighten up the NFIP Resource Allocation Process

- Investment decisions (where we have concentrated)
- Continuing work (how to get the fat/obsolescence out of austere and current packages)

II. Handle Community Problems not Reasonably Allocable to Others

- The old IC staff function
- Does not always lead to Goal I.
- But, some of our more conspicuous successes (e.g., vulnerability, [REDACTED] contingency)

25X1A

FACTORS TO CONSIDER

1. The DCI relies on us to

- reflect his broad perspective in evaluating options
- synthesize creative options (not freely provided to us by program managers)

2. The more our evaluations can relate decisions to outputs, the more they are useful on the highest levels (provided flexibility and hedges are taken into account). And the greater potential for valid cross-program analyses-our highest mission.

3. A systematic or structured approach to evaluating options and making resource allocation decisions is needed. It does not have to be sophisticated to be useful.

*It may be Motherhood--but it underlies our approach to our own resource allocations.

Ant:

Wants you to read this
before the 1300 hours
meeting today!



4. A study may not have an obvious large impact yet, if it causes better and more usable data to be developed by program offices in the future, it has been a success. (The good-analyses multiplier effect.)

APPROACH

25X1A 1. Recognize that, while many of us are busy with BR activities and DCI guidance is held up by the BR crunch in PBO, we still should initiate a dialog with [REDACTED] on those study candidates that are longer range.

2. Also recognize that several studies could well be done by others, but John may wish us to run them or actively participate in their guidance (e.g., imagery exploitation concepts).

3. Thus, I hope to get a brief description of the possible longer range studies to him ASAP.

4. In remorse to a request for an initial PAO resource allocation (subject to iterative correction) I would say, for the period November 10-May 10.

40% follow up on being worked now and community affairs

30% longer range analyses--with a final (or at least an interim) output in May 1981.

30% methodology studies, including RMS-MIS (which really covers all 3 categories of work)

16 OCT 80

ONGOING COMMUNITY EFFORTS - are or lead to studies

25X1A INFLATION

Community Working Group, chaired by
[REDACTED] to start up soon

who does the
staff work?

Survivability

an extension of our previous work; to cover
ground stations and dissemination

25X1A Leader: [REDACTED]
P.I.: Mac

Presearch Contract on Overt
Processing of S&T Intelligence

just concluded ... IC ...

HITO and STIC to do
most of the work

25X1A TO: [REDACTED]

7.

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Subject

Purpose/Scope/Objective

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Linguist Shortfalls

Discussions with Craig Wilson, who is charged with coordinating linguist-related training and resources in the Department of Defense, and [REDACTED] who has a similar function for NSA, have formed a useful background for a requirement levied on the DCI and the Secretary of Defense by the HPSCI that a program encompassing "a Community-wide approach toward alleviating the linguist shortfalls" be forwarded to the HPSCI along with the FY 1982 budget request. As Chairman of the DCI's Ad Hoc Task Force on the Linguist Problem, [REDACTED] will be responsible for coordinating the preparation of our reply. His first task will be to work out with Craig Wilson, Minnie [REDACTED] shall also be working closely with Bill Helseth of HTO in Advisory Group (OTAG) of the Human Resource Committee. (C)

Project Leader: [REDACTED]

Principal Investigator: [REDACTED]

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25X1C

Support for Contingencies

This is to follow up (per DCI guidance)

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These will be revised

Gary's ideas of interest here.

Also human's on crisis impact

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as This PAC 7 WORKING PAPER

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Candidate Studies hist

COLLECTION & PROCESSING

Imagery Collection Mix Study

Strategy paper for Budget Review prepared-- will probably result in joint study with DoD (to include film systems, MAPSAT, back-up considerations).

a draft Terms of reference prepared. Our role is TBD (politically sensitive, JEK, Murphy, Dineen must sort this out).

25X1C
25X1C

Project Leader: [REDACTED]
Principal Investigator: [REDACTED]

Duplication of Exploitation and Photointerpreters Requirements through 1987

Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpretation? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)

will be rewritten to be more clear. a reaction to Comvier failure to do this job last year as though a guidance request. Could be 6 mths before analysis months.

25X1C
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Project Leader: [REDACTED]
Principal Investigator: [REDACTED]

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Resource. Terminal
analysis of DDO

a first step. Discovered by [REDACTED] in the
1974 break past memo.

Perhaps build upon method of 25X1A
Willis production survey.

25X1A
Defense Attache Office
(FY 80 carryover)

To be revised

25X1A
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Project Leader: [REDACTED]
Principal Investigator: [REDACTED]

3rd World Collection a portion of the macro study on 3rd World, next section

Broad-Area Search Exploitation/
Collection Methodologies

What are the resource/timeliness/intelligence impacts of various broad-area search methods and accounting procedures? We still do not fully understand the implications of small pieces of imagery versus large contiguous areas. How sensitive are these methods to collection frequency requirements, i.e., what happens if two-month, four-month and six-month search requirements are slipped to three-month, five-month and eight-month requirements? The quantity of imagery decreases but what is the effect on intelligence? Includes at least monitoring the COMIREX study directed by DCI decision letter. (U)

Comover has started on this.
JEK and the DCI want this done
well!

25X1A
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Project Leader: [REDACTED]
Principal Investigator: [REDACTED]

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HANDLING INSTRUCTIONS
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ELINT Applications

This would be an examination of the intelligence problems to which ELINT contributes. The focus of this study would be on dissemination and subsequent processing of ELINT for the production of intelligence. Of particular interest would be the ability of the users to make effective use of the increased flow and changed nature of ELINT in the late 80's collected by the new ELINT mix. Examples of areas that would be examined are:

- SEI processing and exploitation
- current intelligence and I&M, and
- EW Support (EWIR)

PAO should do this jointly with IRO and build on IBM's ELINT data flow study. (U)

Project Leader: [REDACTED]
Principal Investigators: [REDACTED]

Follow-on to PAO Analysis
of COMINT [REDACTED]
[REDACTED] in the Third World

Drawing on the basic approach developed for the [REDACTED] AAC will provide a productivity analysis of all major COMINT collectors, currently or potentially directed towards the Third World.

Drawing on the [REDACTED] methodology, several case studies of recent cases in the Third World COMINT contributions will be conducted in order to provide a context for interpreting the results of the productivity analysis and potentially to develop output measures or weights that more closely approximate utility.

COIR: [REDACTED]

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██████████ Modifications
Follow-on

Overhead COMINT in ██████████ range. The ██████████ exploitation option of ██████████ cannot be justified on a cost-effectiveness basis unless it provides unique geographical coverage or access to emitters of exceptionally high COMINT value. Both ██████████ have a capability to collect in this frequency range. This study would examine the requirements for and adequacy of overhead COMINT collection in this frequency range to determine whether resources being devoted to it are appropriate.

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A study to assess the importance of ██████████ COMINT to various categories of users--production analysts and policy staffs.

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A review of A-Group linguist/analyst and transcriber population adequacy to fully exploit the additional access made possible by the ██████████ modifications.

GROUP 1
EXCLUDED FROM AUTOMATIC DOWNGRADING AND DECLASSIFICATION

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Production

Output Study

Survey national intelligence producers for up-to-date on their output; names and types of publications, distribution lists, release frequency, and the like. This study is patterned on the [REDACTED] projects of previous years, with certain methodological improvements and, optimally, expanded to include the full range of transdepartmental products, not simply periodicals.

Project Leader: [REDACTED]

Principal Investigator: [REDACTED]

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Cross Program and/or Broad Studies

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PAU Management Information
System (MIS)

An internal study to define the kinds of Community and management information that PAO needs to routinely obtain to carry out its missions. This study could support a more broadly based RMS/CTS effort and should also help define how we should manage our internal files in light of the automated registry system. (U)

Project Leader: [REDACTED]

Principal Investigators:

RMS Resource Allocation
Methodology

An evaluation of how the process can be improved, with special emphasis on the role of PAO. The thrust here is a two phased one. First, develop a systematic method or structure which can be used early on in RMS and even MFIR which explicitly recognizes payoffs, risks, subjective judgements, and factors such as changing world and changing Soviet practices. The second part is research into methodology including possibly an evaluation into sophisticated techniques.

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RMS Resource Allocation
Methodology (cnt'd)

One might develop a model or structure for comparing the relative utility of NFIP collection methods. Provide enough flexibility to allow either inter-int comparisons (e.g., [REDACTED] versus [REDACTED] versus HUMINT) or intra-int comparisons (IR versus DC&G system, free-flyer SIS versus Shuttle-based SIS). Use intelligence functions and possibly regions as a base for comparison (Economic Intelligence, Military Intelligence, Political Intelligence, I&W, crisis management, etc.) The structure should explicitly consider flexibility, hedges, and the like. (S [REDACTED])

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Third World Data Bases/
Minimum Essential Data
Bases (5.4)

Third World data bases to support military forces is well documented in both the Contingency and DASIT studies. DIA is currently trying to define, with inputs from the RDJTF, those minimum essential elements of information required to support planning and execution for various types of contingency situations. RMS should track this effort and, once the minimum needs are established, plan an active role in leading a Community review of data base holdings to identify shortfalls in satisfying these needs for priority areas on the initial Crisis Area Watch List. Based on this review options (and associated cost estimates) should be developed for producing, at various levels of satisfaction, the geotopical data needed to satisfy the shortfalls identified.

Intelligence Support to
RDJTF (7.4)

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Crisis Anticipation

A recommendation of the Contingency Study is to assign responsibility within the Community for maintaining a [REDACTED] which would contain, on a continually updated basis, 10-20 countries where the possibility of using military contingency forces is considered most likely. The [REDACTED] would be used to focus basic intelligence production necessary for planning and executing contingency operations. As a result, lead times would have to be longer than for traditional I&W (about six months) and consequently, less accurate predictions would be expected. A review is required to assess whether current organizations could assume this responsibility, or whether a separate group should be established. In addition, the review should recommend how the predictions of such a group could best be reflected in Intelligence Community priority documents. A proposed forum for this review would be an Ad Hoc Working Group, chaired by an ICS representative with members from DIA, NSA, CIA and the State Department. (TS)

Principal Investigator: [REDACTED]

We expect to assign this to others.

Research and Development

How are the Community's resources distributed for R&D? Which organizations receive the bulk of money? What types of research are they doing? Are there areas of research that are being neglected? What kinds of problems could benefit from R&D? How readily does the R&D Community adapt to changing intelligence problems?

this is a problem - perhaps an R & D panel of The Investment Council ?

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Post Mortems

Based on recommendations in both the Contingency Study and the Senior Review Board's review of the Community's performance in estimating North Korean troop strengths, there appears to be a real resource management/ICS role in post-mortems on significant events in which elements of the Community are involved. The proposal is that RMS take a small but significant action in this area by convening an interagency

group and conducting a proto-type post mortem on a recent event involving a contingency type operations, e.g., the Colombian hostage situation. Emphasis would be on analyzing the performance and contribution of collection systems and production organizations to identify potential resource implications. For the effort to be most successful, the DCI should explicitly endorse it. (TS)

Project Leader: [REDACTED]
Principal Investigators: [REDACTED]

It should also consider what intelligence was foregone by dealing with the crisis (resource constraints). This is a study whose time has come

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Political and Economic Intelligence

A follow-on to the SAI study that will focus on the on the quality and quantity of product, deficiencies in product, prospects based on environment changes and new collection systems, and conclude with resource implications.

This may be included in the prepared study on the Third World

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Intelligence Community Response
to a New Threat (propose Laser
and Beam Weapons)

This study is similar to a post-mortem but the events
in question occur over a longer duration and are more
diffuse. In addition to preparing a substantive summary
of developments, we intend to look at managerial steps
that were taken and the allocation of resources. The
principal output will be a descriptive summary, a
critique of the adequacy of the community's response,
and recommendations for improving the process.

Project Leader: [REDACTED]

Principal Investigator: [REDACTED]

*management oriented.
Proposed by AD Little*

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Indications and Warning
Centers

In the decisions on the procurement of technical collection systems over the past few years, the emphasis has been on obtaining more near-real-time information. I&W Watch Centers have been established in many locations throughout the Community to take advantage of the timeliness of this information. How well are they prepared to integrate the products of the 1985 collection mix? How much is the Community spending on these centers? Do we need as many (at least 27) as have been established? Has the resource plan for development of these I&W Centers been coordinated to deliver required capabilities to support Service decision arrangements. Are they located in the right places? How well will they be able to respond in crisis? Are they prepared to respond equally well to crises in every part of the world?

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A Macro Study of Intelligence
or The Third World

In the collection area we are moving in this direction with the DDO study, the COMINT studies, the DAO Study, the Contingency study, and the imagery exploitation concepts study (not obvious, but true). Further, QMB wants Third World production studied. A hierarchy of study efforts which are valued in themselves but also lead to a larger understanding/model is an attractive possibility. We need a team to look at this concept. Specific regions or countries would possibly be do-able.

Community Evaluation Mechanism

Proposed FY 83-84 Guidance indicates that "the Community would profit from a conscious, continuing effort at corporate self-examination and constructive criticism. However, the question raised most often in discussing evaluation relates to the feasibility of establishing such a system. I would like to know what Program Managers think is possible in regard to self-evaluation, where it might be most effectively applied and how the lessons learned from such a system can be translated into affirmative action. I am therefore asking each Program Manager to nominate an experienced officer to serve on a study panel to look at options for developing a Community evaluation mechanism, including feasibility and costs, before I attempt to give further guidance in this area. The study panel will be administered by the Resource Management Staff. I would like the group to report to NFIB on their papers by 1 May 1981. The Committee should report back on its findings in this regard by 1 July 1981, with recommendations for further improvements."

Before reaching a decision on this one, we will run final DCI guidance and and what PGS is planning to do.

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